**Introducing a Newcomer – Guidelines**

***What is Introduction?***

As part of the Agenda for Organizational Change, the UNDP corporate People Capability Strategy outlines the importance of introducing any person coming into UNDP, whether new or reassigned, irrespective of the contract modality (hereafter called newcomer). Introducing a new or reassigned staff member entails the complete range of steps involved with the objectives of ensuring newcomers:

* Adapt and become committed to UNDP;
* Understand the corporate culture, its values, and its diversity;
* Understand their role and how they fit into the organization, as well as UNDP’s accountability framework and what they will be held accountable for;
* Shorten their learning curve becoming productive as soon as possible;
* Develop a positive working relationship by building a foundation of knowledge about mission, objectives, policies, organization structure, and functions;
* And are, overall, positioned for success.

In the longer term, the objective also encompasses contributing to their retention.

UNDP uses “Introduction” as an umbrella term to address 3 important steps in the first year of new or reassigned personnel. These steps are Onboarding, Orientation and Induction, defined as follows:

* Onboarding gets you up-to-speed on your agency;
* Orientation gets you up-to-speed on your duty station; and
* Induction gets you up-to-speed on your role.

Introduction does not begin and end on the newcomer’s first day, week or month. It is an ongoing process, organization, office, and position-wise, that extends for months, conducted in developmental stages and monitored throughout. It is considered completed only when the newcomer has successfully completed all the elements of the introduction, has positively adjusted to the workplace and is able to make a sustainable impact in his or her position and with the team.

To this end, a successful Introduction is based on achieving specific milestones, some of which are established by the Introduction Checklist, some of which need to be established by the manager, in agreement with the newcomer.

***Why is Introduction important?***

Statistics show that employees are most vulnerable to leave an organization in the 18 months after they are hired. Making a good first impression is, therefore, paramount. Effective employee Introduction serves four interrelated purposes:

1. It builds our **reputation** for being a thoughtful employer, with great training, clear management, and a strong organization.
2. It gets new or reassigned newcomers to efficient **productivity** levels faster.
3. It builds a **cohesive team**, therefore raising everyone’s productivity.
4. It helps **retain** our newcomers, hence reducing our turnover costs.

***Your role as the hiring manager***

Introduction is successful only when it is led by the hiring manager and the HR focal point is actively involved.

As the hiring manager of a newcomer to UNDP, you are expected to exercise people management with every member of your team, from the moment you hire them. As such, one of the most important responsibilities you have is to introduce any newly appointed or reassigned newcomer to UNDP. It is the best opportunity to demonstrate to the newcomers that they made the right choice when accepting their post, positively impacting their motivation and commitment to the organization. The welcoming and Introduction of newcomers joining your team is your best chance at setting the grounds for an excellent and fruitful work relationship, one where you will play a key role in ensuring their success.

Your role is to ensure that the new or reassigned newcomer is greeted and receives a proper welcome to the workplace; that he or she is integrated into the team, introduced to key stakeholders; gets acquainted with the office – the programmes/work as well as the physical space, and his or her workspace; is granted access to all necessary systems and understands what each systems is for; understands his or her role in the organization globally and in the office specifically. Overall, your role is to make sure that the new or reassigned newcomer feels that he/she is at the right place for him/her.

The Introduction Checklist aims at facilitating the process, enhancing its effectiveness and systematization. It has been designed to guide the newcomer, the manager, the HR focal point, and anyone involved through the milestones to be achieved before arrival, on the first day, on the first week and on the first month.

The checklist provided is a model. It is your responsibility to initiate the process by customizing it as appropriate as soon as the entry on duty date is agreed upon, to ensure it captures the special circumstances and needs of the office. When doing so, do it in collaboration with the other focal points involved in the process, to ensure they will all be able to play their part, allotting the necessary time to welcome and orient the newcomer, and preparing the necessary paperwork and briefing materials. Also, note that those steps with an asterisk are deemed essential to a successful Introduction, while those without are a nice but not critical to have. However, most of the steps are deemed essential and your customization will mostly be in terms of timing, sequence, focal points and the “how”.

Ideally, you should be at the office on the entry on duty date. If this is not possible and the entry on duty date cannot be changed to ensure you will be there, you should delegate the responsibility to someone in the office who will be able to fully take your place in the Introduction process of the newcomer until your return; however, you will still be held accountable for the deliverables.

Depending on the resources available, you may want to consider identifying a “buddy” or “peer colleague” in the duty station; someone who is positively motivated and committed to UNDP and to the work UNDP does in the field, who will be willing to informally assist and guide the newcomer on any issue related to his/her settling in and Introduction. This person does not need to have all the answers, but he or she is expected to know who to refer the newcomer to for his/her questions.

While the successful Introduction of a new team member is your responsibility and you will be held accountable for it, know that you are not alone in the process and that the organization will be there to contribute and provide you with all the necessary support you may need. Thank you, in advance, for leading this critical process.

***Your role as the HR focal point***

As a Human Resources focal point, the Introduction of a newly appointed or reassigned newcomer is a key and relevant responsibility you have in UNDP. Your role is to ensure that the new or reassigned newcomer receives a proper welcome to the workplace, completes the necessary administrative paperwork, understands UNDP’s HR policies relevant to him/her and is aware of the resources, entitlements, and obligations of a UNDP newcomer.

As soon as you are notified of the appointment / reassignment of a newcomer to your office, you should set up your agenda accordingly, allotting the necessary time to welcome and orient the newcomer, and preparing the necessary paperwork and briefing materials. For the exact list of responsibilities you will have in introducing the newcomer, you may discuss it with the hiring manager and refer back to the checklist once customized and finalized by him/her, where your name or role will show under the “focal point” column, next to the appropriate responsibility.

Thank you, in advance, for collaborating in this critical process.